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14 APR 1965

**MEMORANDUM FOR: Executive Director-Comptroller**

**THRU : Deputy Director for Support**

**SUBJECT : Executive Seminar - Analysis of Critiques**

1. This memorandum is for information only.

25X1A 2. Following the Executive Seminar in the Managerial Grid held at [REDACTED] 7-12 February 1965, the thirty-one participants were asked to respond to specific questions concerning the program. These questions elicited reactions to (1) the philosophy, method of instruction, and program content; (2) the degree of personal benefit received; (3) the general applicability of the Grid approach for the Agency; and (4) the concept of "organizational development", which envisages follow-up phases of the Managerial Grid Program within components of the organization.

3. As of 1 April 1965, twenty-seven replies had been received. Attached is a detailed analysis of the views, reactions, comments, and observations contained therein. In broad terms, the responses reveal:

a. A rather strong acceptance of the program philosophy, content, and method of instruction.

b. An almost unanimous expression of opinion that significant personal benefit was received.

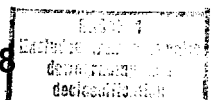
c. A strong belief that Phase I would be of benefit to others (within the respondent's component) and a ninety percent endorsement of another, similar seminar in May 1965.

d. Approximately a thirty-five percent acceptance of the validity of the "organizational development" concept and introduction of Phase II. A number replied that they did not understand the concept sufficiently to make a judgment. Others suggested a "wait and see" posture until results of the Office of Finance Pilot Project could be evaluated.

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4. In the overall, it is felt that we could not have hoped for a more favorable response. While two or three of the group replied in negative terms, more than twice that number were downright enthusiastic in their appraisal. The remaining critiques reflected varying degrees of acceptance ranging from "acceptable" to "whole-hearted endorsement". Unique, for this type of training, was the strong indication that not only was the program accepted for what it was but the fact that so many of the group have already found practical application of the concept back on the job. Tab B contains a number of direct quotations from individual critiques on this point.

5. Meanwhile plans are going ahead for the next Seminar and the several Deputy Directors have been asked to nominate participants. The next Seminar will be held at [REDACTED] during the period 16-21 May 1965.

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**MATTHEW BAIRD**  
Director of Training

**Attachments:**

- Analysis of Critiques (Tab A)
- Quoted Comments (Tab B)
- Roster and Individual Critiques (Tab C)

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OTR/IS/MTF [REDACTED]:mam (13 April 1965)

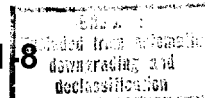
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**Analysis of Critiques**  
**Executive Seminar - Managerial Grid**  
**7-12 February 1965**

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**I. Method and Content:**

**Q.** To what extent do you now accept the course content and philosophy (e.g., the Grid framework, team effectiveness, confrontation)? To what extent do you endorse the training method?

**Comment:** Two of the twenty-seven replies were decidedly negative in tone - one felt that the whole concept was of little value since it did not deal exclusively with real management problems of the Agency, yet he did say that he received personal benefit from attending; the other described it as an "interesting innovation" but considered the program imbalanced and an attempt to cover "too much in too little time". (This is the only instance in which this particular critique responded to specific questions.) The remaining twenty-five critiques accepted the philosophy, method, and content with varying degrees of enthusiasm. Some characterized it as "good", "sound", "valid"; others as "an effective method" or "a particularly useful tool"; about 20 percent gave it "complete" or "wholehearted" endorsement.

**Q.** What modifications of method or content do you suggest?

**Comment:** One-third of the group had no modifications to suggest. The remainder had a number of ideas - some impractical, some novel. Suggested modifications are listed in order of frequency of mention:

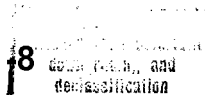
- a. Tailor the program more to Agency situations (6)
- b. Allot time (up to two days) at [REDACTED] to permit completion of pre-work before seminar begins (4)
- c. Eliminate the personal feedback sessions (2)
- d. Eliminate the Organizational Culture exercise (1)
- e. Have [REDACTED] talk with the group at Headquarters after completion of the first set of pre-work (1)

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- f. Combine the Grid with other approaches (1)
- g. Change team make-ups more frequently (1)

(Staff comment: Within the context of the program's purpose and design suggestion "a" above is considered to be the only one which is both practical and potentially useful)

Q. Do you feel that class and team discussion of Agency management problems is appropriate during the week?

Comment: Sixteen felt that the discussion of Agency management problems is proper. Seven felt otherwise, basing their views on the belief that such discussions become emotion-charged and counter-productive in the framework of this learning process. Four favored the discussion of Agency problems "under conditions" which would not let the discussions get out of hand.

Q. How do you feel about the use of outside consultants?

Comment: Two believed that outside consultants are unnecessary. The rest favored their presence, some feeling that they are indispensable and some feeling that they need be present only for key lectures or for the more senior groups. In this connection there were a number of comments according to [redacted] high marks for his intelligence and ability as an instructor-consultant.

Q. Would some other approach (either in content or method) be more acceptable to you personally?

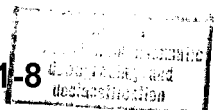
Comment: Only four of the group suggested that other approaches might be better or, rather, might be looked into. In the main these were suggestions that the Grid Program be combined with some other recognized approach.

## II. Personal Benefit

Q. Do you feel that you derived significant personal benefit from the Seminar?

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Comment: Almost without exception this question was answered in the affirmative.

Q. Do you see any way of applying this Seminar experience to your own job? What steps, if any, are you thinking of taking?

Comment: On-the-job application was generally acknowledged but had not been put into practice extensively. There were, however, a surprising number of participants who stated that they had already introduced the Grid approach in their offices with noticeable success. (Staff comment: Some of these statements, and others of significance, are quoted in a separate attachment.)

Q. How could this Seminar have been of more benefit to you personally?

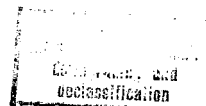
Comment: A variety of replies were received to this question, some personal, some directed to the course. The following listing is not in order of priority:

- more thorough individual preparation.
- more information on other phases of the Grid Program.
- a less exhausting schedule.
- a prior introductory session at Headquarters.
- a rewritten text.
- greater focus on Agency problems.
- more DDI-DDP balance in team makeup.
- "if my division chiefs had been on my team".
- "if I had not been regular team chairman".

### III. Appropriateness of this Seminar for Others

Q. Do you believe this Seminar would be of substantial benefit to others in your component?

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Comment: Two critiques did not respond to this question. All others answered affirmatively. In general, it was felt that the exposure would be most beneficial down to and including branch chiefs. Chiefs of some smaller offices would like all of their managers and supervisors to have it, regardless of grade. One person suggested that the instruction be aimed at "younger" men, to get them before their managerial styles become too rigid. One felt that "every employee over GS-12" would benefit.

Q. Would you prefer some other approach to management improvement in your area of responsibility? If so, what type and for whom?

Comment: The large majority (about eighty-five percent) said that they had no other approach to suggest. A number of these, however, noted that they had insufficient information on other possible approaches to make a meaningful recommendation. There were several strong suggestions to the effect that (1) all doors should be kept open, and (2) a studied effort should be made by qualified persons to get information on, and evaluate, other programs to determine which single approach, or combination, would best satisfy Agency needs.

Q. Would you recommend a repetition of this Seminar for the same level of official next May (1965)? If so, how should the participants be selected?

Comment: Twenty-four of the critiques recommended that another, similar seminar be held; however, two of these suggested that it be postponed until the fall of 1965 or early 1966, thus avoiding the spring and summer period of employee travel to and from overseas. There was a split of opinion on the selection process, some favoring invitation by the Executive Director, others feeling that the Deputy Directors should select within their own components on a quota basis. Two critiques did not address themselves to this question. The remaining one recommended against a May seminar, saying that the results of this and previous sessions should be evaluated before a decision is made.

#### IV. Organizational Development

Q. Do you accept the validity of the concept of "organizational development"? Do you see the additional phases of the Grid Program as the answer to this concept? Would you want your unit trained in Phases I and II? At this

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point, what action do you now believe the Agency should take in regard to the Managerial Grid Program, considering what you know about it, what you know about other programs, and about components' and Agency needs in this area?

Comment: This was obviously a difficult question for many because (1) we have had no actual experience with the concept, and (2) on the basis of limited information about the concept provided by the visiting consultants it was hard to envisage the outcome of the program. Essentially this was a lack of understanding and, for this reason, an unwillingness by individuals to commit themselves.

In spite of the foregoing, however, thirty-five percent of the group were sufficiently convinced that proceeding with the organizational development concept (Phases II, III, etc.) would fill the Agency's needs. Half of those were in the "strong endorsement" category. Of the remaining sixty-five percent (18), six recommended continuance of Phase I; six said that they had insufficient information to comment; and the remaining six said that they could not "buy" the concept on the information available; their feeling was either that the Grid concept should be merged with other recognized (undefined) approaches, or that the Grid concept, as they saw it, just wouldn't do the job.

V. Additional Comment

Q. Please add any impressions, reservations, and hopes not previously covered.

Comment: The comments in response to this question were random - some were quite in point. These are listed without reference to priority, except for #1.

1. Relate the problems in the program to Agency "real life" situations.

(Staff comment: This suggestion is made more frequently, probably, than any other single one. We feel it has merit - as far as getting at the "guts" of Agency problems is concerned. The essence of Phase I of the Grid Program, however, is teaching participants the techniques of working together in a team atmosphere. These techniques are a skill unto themselves and, once learned, can later be applied to on-the-job problems. They can best

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be learned in a detached atmosphere. If an attempt is made to teach these basic techniques by involving real Agency problems at the outset, experience has shown that participants become so emotionally involved in specifics that the overall training value and training objective is lost. The Grid concept teaches, in essence, that participants should first learn the techniques of working together on problems in which they have no emotional stake - then, they are better prepared to tackle substantive, on-the-job matters. The inadvisability of tying this basic concept to "going" problems has been proved over and over.)

2. Form a committee of knowledgeable Agency officials to look into other managerial training programs (in industry, etc.) and report findings upon which a judgment can be made.

(Staff comment: This suggestion is well-taken to insure that, as an organization, we might not head down the wrong street. One of the reasons for subjecting the Managerial Grid concept to scrutiny by high-level Agency officials lay in the fact that the Management Training Faculty, exposed probably more than any other Agency component to contemporary management training methods, considered this to be the most promising innovation on the training horizon.)

3. Several critiques pointed out that periodic conferences involving senior Agency officials at a remote location are beneficial and rewarding.

4. There were comments stating that as a result of the Seminar certain meetings of Agency officials have become more productive and meaningful.

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Quoted Comments

The following comments from individual critiques are quoted to emphasize points raised in the critique summary:

I. On Advance Preparation:

#31. "I suggest it would be extremely useful and would yield greater results to have about a two-hour lecture on what the seminar is about, say ten days to two weeks ahead of the actual seminar. With some explanatory background I believe most participants would not only prepare themselves better in the sense of reading more thoroughly the material but would have had time and a better basis for thinking about what was going to happen in the seminar. I feel that many people, not knowing how the seminar was to be conducted and having only the vaguest notion of the objective of the seminar, did not fully prepare themselves either by study or by attitude."

II. On Discussion of Agency Management Problems:

#4. "In certain large corporations executives meet annually to discuss the past year's activities and the next year's business. I think this kind of top-level stocktaking might be a useful way for CIA to weld its people closer together. While a management course serves as a handy vehicle for doing this, I believe the benefits would be compounded by planning a conference expressly for the purpose of (1) airing Agency management issues, and (2) providing overall program direction."

#24. "I certainly believe that the discussion of the Agency management problems is appropriate (otherwise, what's the point); in fact, I would expect that the gradual evolution of this training will focus almost entirely on Agency problems. I would hope, for the good of the Agency, that this course develop a 'strong memory' in order that the wisdom of competitive groups of its principal officers be reduced to practical use. I suggest that the application of this training to the Agency be discussed in the first hours and the program gradually be reoriented to concern itself with the indicated 'softest' areas of Agency management."

III. On On-The-Job Application of the Training:

#7. "Three of the six senior officers in the Division have now had the Grid Seminar; we are conscious of its impact on our efforts."

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#13. "In addition to whatever benefits any future self-improvement accrue to my own job, I have some tentative ideas as to how the small group behavior experienced during the Seminar might be translated to both regular and ad hoc meetings of importance to TSD. I intend, after a period of time goes by, to experiment in this area of TSD activities."

#18. "I feel that I have benefited from this course because it not only gave me a better appreciation of the different approaches of others and their official personalities, but it also gave me a better appreciation of how others react to me and the management policies of CIA."

"Some use of Grid ideas is already being achieved. As a growing number of our people in Administration and elsewhere have finished the course we find our Grid jargon coming into wider use for discussion and understanding of personnel and human relations within the Center."

#19. "A general awareness of the philosophy of the Managerial Grid Seminar is assisting me in managing my own Division. I feel that I am taking additional steps to tap the creative thinking of all individuals within the Division, although I am not planning any follow-up sessions of the type described in the Seminar."

#20. "Unconsciously, I am already beginning to apply some of the principles and philosophy gained during this seminar to my management of my own component."

#23. "In the past two weeks I have consciously applied these clarifications or, if you like, new insights, with noticeable improved effectiveness."

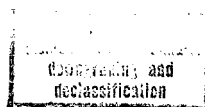
#24. "I have already begun using a 'team' based on some of the lessons learned during the seminar in my work in the development of case studies to be used in the Operations School and [REDACTED] I hope to incorporate some of the team concepts into our training programs."

#27. "The Seminar experience increases my ability to act on a number of concepts which I have held for a long time. These are, in short, to utilize 9, 9 concepts to the extent practicable. I would like to have my four most senior officers take the course."

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**IV. On Organisational Development:**

#7. "I would recommend that (a) principles of the Grid be accepted as a management concept for the Agency; (b) officers of the Division Staff and Branch Chief level receive the Grid Seminar; and (c) that an attempt be made to reduce the principles of management taught at the Seminar to an Agency Executives and Staff Officers Manual on Management."

#8. "I believe the Agency should pursue an aggressive managerial training program and consider the Grid system an appropriate mechanism."

#18. "Somewhere downstream a Phase III group made up of selected earlier 'grade' of the Grid Program and following a day or two of brush up and reread discussions lead by [REDACTED] could profitably concentrate its attention on the Organizational Culture (our last exercise). After compositing their separate evaluations of the 20 aspects of Organizational Culture, the Phase III Griders might profitably seek to define in some detail the 7 or more key items they think most important to be worked on and solved as a basis for CIA achievement of even greater organizational excellence. The Phase III exercise, if well done, could lead to a White Paper which might be very helpful to the leaders of the near future."

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